UNITED NATIONS DEVELOPMENT PROGRAMME

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DP/PROJECTS/7045

ENGLISH

APPROVAL OF UNDP ASSISTANCE TO A PROJECT OF
PAKISTAN

IPF: (1987-91) $73 299 000

(PAK/90/004) - Strengthening Public Sector Management

Date of approval:	5 March 1991	
Expected duration:	Three years	
Proposed executing agency:	United Nations	
Government implementing agency:	Management Services Division (Cabinet Secretariat)	
Proposed UNDP contribution:	$698 000	Source of funds: IPF
Total UNDP budget:	$698 000	

Project background

The Government of Pakistan has identified priority areas for action in public management and finance. These particularly relate to: (a) organizational, procedural and staffing issues; (b) management of public enterprises; (c) financial management and planning; and (d) entrepreneurship development. In line with these priorities the Government has initiated several institutional measures e.g. the appointment of a Civil Service Reorganizational Commission, a Standing Committee on Financial and Accounting Procedures and a Standing Committee for Simplification of Administrative Procedures and Regulations. These will contribute to achieving the Government's development objective of strengthening the central capacity in its management services. Special consideration will be given to providing a more prominent role of women employees at various managerial positions, while in the training courses attention will be given to environmental management.

In view of the nature of its activities, it is expected that the project will provide supplementary inputs into a Management Development Programme, the concept of which is still in its initial stage. Previous UNDP assistance was rendered by two successive UNDTCD projects during the period 1980-1987 (PAK/80/001 and PAK/83/007) implemented by the same Division and which focussed on training in various specialized areas. However, the training material needs updating new fields of specialization have emerged, while at the same time the workload of the division has increased six-fold. UNDTCD has experience in restructuring institutional capacity and management development for over four decades; hence, the Government approached UNDP for a follow-up project with UNDTCD-execution.

Description of project

The immediate objectives of the project are to: (a) develop a gender-based capacity in the Management Services Division enabling it to prepare a draft strategy to streamline the Government machinery; (b) increase the capacity to undertake in-country training, focussing on case studies and training in special areas not adequately covered earlier (Public Enterprise Management, Financial Management, Human Resources Development, Management Information Systems and Entrepreneurship Development); (c) enable the Management Services Division to contribute to rendering a more effective efficient government machinery.

Inputs

UNDP will provide international consultants in financial planning management, management of public enterprises (three work-months each), entrepreneurship development, human resources management, management information services (two work-months each); national consultants in the same fields as above-mentioned plus inventory control, foreign aid accounting and management auditing (two work-months); in-country and on-the-job training; six study tours; and miscellaneous costs.

Financial data

	$
Personnel	208 600
Training	340 000
Equipment	129 000
Miscellaneous	20 400
Total	698 000

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UNITED NATIONS DEVELOPMENT PROGRAMME

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ENGLISH

APPROVAL OF UNDP ASSISTANCE TO A PROJECT OF
UGANDA

IPF:(1987-91) $61 774 000

(UGA/89/001) - Strengthening the Department of Geological Survey and Mines in the Minerals Development Sector

Date of approval by the AC:[1/]	8 May 1991
Expected duration:	Three years
Proposed executing agency:	United Nations
Government implementing agency:	Ministry of Water and Mineral Resources
Proposed UNDP contribution:	$1 866 900 Source of funds: IPF
Total UNDP budget:	$1 866 900

Project background

In the 1950's the mining sector ranked third to cotton and coffee as foreign exchange earner for Uganda. The country produced copper (Kilembe mine), cobalt, phosphate, tin, tungsten, gold, and other minerals, metallic as well as non-metallic. During the best years, the mining sector employed about 10,000 people and produced approximately (US)$ 14 million. In the 1970's the production came virtually to a standstill with no private sector engaged in a mineral exploration programme.

The present inactivity of the mineral sector in Uganda is not due to the lack of mineral reserves or potential. The whole institutional framework to support, guide and provide incentive to investors in the sector has lost momentum, has become outdated and has lost its competitive edge. Also, the general knowledge of the country's geological and mineralogical documentation is being neglected, as only rare academical studies are being conducted, and the qualified professionals are tempted to leave the country and find work elsewhere.

The Institution responsible for the sector's development (Department of Geological Survey and Mines (DGMS)) needs assistance to re-equip its technical services and allow it to perform again the terms of its mandate. It possesses a considerable amount of technical information left over from colonial time; however, this is not readily accessible by visiting investors; and the DGSM is not in a position to guide them toward worthwhile mineral targets for development. A strong effort will be necessary also to train national professionals in modern mineral development techniques.

[1/] This Fact Sheet reflects the status of the project/revision at the time it was approved by the Action Committee; modifications to the project/revision may have occurred subsequently.

Description of project

The development objectives of the project are to: (a) rehabilitate the technical services of the DGSM to allow essential field, office and laboratory activities; (b) undertake a programme of data compilation accompanied by field verifications and complementary activities; and (c) provide the DGSM an inventory of Uganda's mineral resources, and promote the development of selected targets through private investment and/or alternate sources.

Project activities will include: (a) training a technical team of 30 technicians in modern economic evaluation techniques for mineral exploration and development, which will be in a position to continue the exploration of additional mineral targets with only punctual assistance; (b) identifying and further enhancing the economic parameters of potential mineral deposits; and (c) reducing the investment risk for the investor and thereby encouraging considerably the potential investors who have been showing interest in developing the mineral resources of the country.

UNCTC will provide the Government with a proposition for a revised mining code and an attractive model contract agreement. This package will create an economically favorable investment environment for the investor.

Inputs

UNDP will provide a senior economic geologist for 36 man-months, a field geologist for 30 man-months, a geophysicist for 23 man-months; short-term consultants for 14 months; two associate experts (mineralogist and a field geologist) for 24 man- months each; and sub-contracts for a specific analysis of physical mineralogical characteristics of industrial minerals. In addition, funds for training and specialized equipment will also be provided.

Financial data

	$
Personnel	1 083 900
Subcontract	77 000
Training	100 000
Equipment	500 000
Miscellaneous	96 000
Total	1 866 900

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UNITED NATIONS DEVELOPMENT PROGRAMME

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ENGLISH

APPROVAL OF UNDP ASSISTANCE TO A PROJECT OF
UGANDA

IPF:(1987-91) $61 774 000

(UGA/87/009) - Assistance to External Trade Development

Date of approval by the AC:[1/]	8 May 1991
Expected duration:	Three years
Proposed executing agency:	UNCTAD
Government implementing agency:	Ministry of Commerce
Proposed UNDP contribution:	$1 345 000 Source of funds: IPF
Total UNDP budget:	$1 345 000

Project background

Export in Uganda declined from $333.7 million in 1987 to $272 million in 1988, of which 98 percent was on account of a single commodity, coffee. Of the foreign exchange received, 60 percent went to finance external debt and petroleum imports.

At present, Uganda has no coherent trade policy nor well- defined export market strategy. However, in the last three years several isolated steps have been taken to reduce some of the most acute policy-induced distortions in trade and exchange regimes after the implementation of several stabilization and trade liberalization efforts as part of the Economic Recovery Programme.

The Government is therefore committed to put in place a coherent trade policy in order to be able to utilize more effectively existing and potential productive capacities to support Government's policy of export diversification. It is intended to synchronize the trade policy with macroeconomic stabilization strategy to avoid undesirable distortions. However, the absence of reliable information in the external sector (as indeed in several other sectors) makes it difficult to measure the impact of the package of economic reforms on the sector. This project (already approved under a preparatory assistance phase), as part of a package of four related projects under implementation in the sector is expected to fill this gap and to address other critical institutional weaknesses in the sector, ranging from policy to export promotion and procurement techniques.

[1/] This Fact Sheet reflects the status of the project/revision at the time it was approved by the Action Committee; modifications to the project/revision may have occurred subsequently.

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Description of project

The principal objectives of the project are to: (a) develop a capacity within the Ministry of Commerce to formulate and implement coherent trade policies; and (b) strengthen the Ministry's operational capacity in the field of trade facilitation, particularly with regard to countertrade management, simplification and harmonization of international standards of all trade documentation.

These objectives will allow the Ministry to discharge fully its prescribed policy-making and operational functions, through the development both of analytical capacity and of procedures and documentation which meet international norms.

Inputs

UNDP will provide a trade policy adviser (24 man-months); consultants on trade facilitation (eight man-months), countertrade (eight man-months) and trade statistics (12 man-months); administrative support (secretary, driver); mission costs for evaluation mission in 1992; a UNV trade statistician (24 man-months); an in-service training programme for staff in the Ministry of Commerce plus group training; and office and computer equipment and subcontracts for computer services.

Financial data

	$
Personnel	966 000
Subcontract	41 000
Training	80 000
Equipment	209 000
Miscellaneous	49 000
Total	1 345 000

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UNITED NATIONS DEVELOPMENT PROGRAMME

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ENGLISH

APPROVAL OF UNDP ASSISTANCE TO A PROJECT OF
INDIA

IPF: (1987-91) $156 120 000

(IND/90/032) - Computer Integrated Manufacturing (CIM)

Date of approval by the AC:[1]	8 May 1991
Expected duration:	Three years
Proposed executing agency:	Government in co-operation with UNIDO
Government implementing agency:	Ministry of Industry through Central Machine Tool Institute (CMTI)
Proposed UNDP contribution:	$2 352 500 Source of funds: IPF
Total UNDP budget:	$2 352 500

Project background

The machine tool industry and general engineering and manufacturing industries in India have witnessed rapid changes in recent years. Increasing demand for Computer Numerically Controlled (CNC) machines, the introduction and availability of low cost desk top computers, and the increasing use of computers in various design and manufacturing activities have set the stage for profound technological and structural changes.

Of particular importance are advances in the integration of computers in the design and manufacturing operations and functions in enterprises which have provided the machine tool industry with the means to develop products faster and with higher precision. The new technology which is known as Computer Integrated-Manufacture (CIM), aims at organizing all the aspects of Computer-Aided Design/Manufacture (CAD/CAM) with a computer as a focal point to achieve an integrated system with high productivity.

In India companies are increasingly installing new automation facilities and equipment, including CNC machines, computers, and CAD/CAM in an effort to be competitive. In recognition of this development and the pressures of the international market, a joint working group of industry and Government representatives established in preparation of the Eighth Plan (1990-95) stressed the need for automation of the Indian industry and recommended to strengthen demonstration, training and advisory services in this area (CNC, CIM etc.)

[1] This Fact Sheet reflects the status of the project/revision at the time it was approved by the Action Committee; modifications to the project/revision may have occurred subsequently.

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A CNC Centre and a Computer Aided Design facility for the metal working industry has already been set up at the Central Machine Tool Institute (CMTI) in Bangalore with the help of UNDP. The required infrastructure including technical facilities, trained manpower and information base is available and used by the industry through CMTI's consultancy services. Investment in CNC machines, of which some are now produced domestically, is increasing and industries linked with the production of automobiles and auto-ancillaries, power generation equipment, machine tools and industrial machinery have started using Flexible Manufacturing Systems (FMS) and CIM. The introduction of CIM technology is expected to lead to many diversified high technology spin-offs.

With a view to supporting and possibly accelerating the modernization of the Indian industry, UNDP has been requested to assist with the transfer and dissemination of the CIM technology.

Description of project

The immediate objectives of the project are to : (a) establish a manufacturing demonstration and industrial consultancy and simulation facility with complete integration of computer aided design, engineering, planning and production; and (b) enable the system to have an integrated CAD/CAM, work handling and tool handling facility so that the product can be manufactured from design concept up to finished product with fully integrated computerized automation.

Project activities will include: (a) establishment of a CIM Centre for providing assistance and consultancy to Indian industries; (b) creating a cadre of trained personnel, a CTM database, and a communication network, linking computers, CAD/CAM, CNC machines; and (c) developing communication as well as application software.

Inputs

UNDP will provide 28 work-months of expertise, one subcontract for integration of specific CIM components, 180 work-months of fellowship training, 10 study tours; and equipment, and miscellaneous costs.

Financial data

	$
Personnel	320 000
Subcontract	24 000
Training	1 093 500
Equipment	900 000
Miscellaneous	15 000
Total	2 352 500

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UNITED NATIONS DEVELOPMENT PROGRAMME

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ENGLISH

APPROVAL OF UNDP ASSISTANCE TO A PROJECT OF REGIONAL AFRICA

IPF: (1987-1991) $ 61 120 000
(RAF/85/014) - UNDP/EDI/ILO Programme for Strengthening Training Institutions in Africa (Supplementary Assistance)

Date of approval:	11 March 1991		
Expected duration:	One year		
Proposed executing agency:	IBRD		
Proposed UNDP contribution:	$1 000 600	Source of funds:	IPF
Third-party cost sharing:	$ 50 000	Source of funds:	World Bank
Previous UNDP budget:	$6 774 300		
Total UNDP budget:	$7 824 900		

Project background

The above-mentioned, which was initiated in 1987, has been established to build self-reliance among 17 of Africa's leading regional and national management development institutions through a process of collective action. It has three major goals. The first of these is to strengthen the management of participating institutions to enhance their internal capabilities in strategic planning, financial management and administration, business development and marketing. The second is to strengthen faculty skills, in addition to the related need to improve approaches to the assessment of training needs, the management of the project cycle, and reinforcement of consulting skills, research and performance evaluation. A third priority is to improve training in key sectors through an in-depth analysis of needs in these sectors and the development of appropriate training materials.

An independent evaluation of the project was conducted late in 1989. The report of the evaluators endorsed the project's objectives and accomplishments and recommended continuation of project activities. The evaluators found that the project had launched a number of important initiatives which should have a positive impact on the participating institutions. In the area of faculty development, the enhancement of skills in training needs analysis, design and evaluation, ensures that institutions are better able to assess the real demands of client organizations and have institutionalized mechanisms for evaluating quality control. The tools and instruments acquired through the marketing component, in terms of the development and packaging of skills and products based on client demand, indicate the relevance of such skills to building the financial and

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administrative autonomy of the participating institutions. Special emphasis has also been placed on project analysis and management, on the training of business managers for the private sector in general, and of women entrepreneurs in particular.

A major feature of the project is its integrated approach to the problems of institutional weakness. The major achievement of internalization of the project design, management and development arises from the management development institutions taking the lead in determining the priorities and the agenda for action, designing the programmes and modalities, and implementing action plans. This process has encouraged a greater sense of ownership and commitment. Two field offices have been established under the project (in Gabarone and Douala). During its April 1990 meeting the Project Steering Committee endorsed further delegation of responsibility to the field offices and strengthening of the field offices. This concept was again endorsed at the Annual Meeting of Directors of participating institutions in October 1990. An additional output of the project during 1991 would be the preparation of the proposal for the second phase project. To further strengthen the administrative and institutional functioning aspects of participating institutions and associations, UNDP supplementary assistance was requested under the present approval.

Description of project

The long-term objective of the project is to make the participating institutions and associations self sufficient and strong enough to replace the field offices.

The immediate objectives of the project are to : (a) meet core operating costs, particularly for the field offices in Gaborone and Douala; and (b) conduct discussions and review at the Annual Meeting of the Directors of participating institutions in October 1990; and (c) secure additional financing from non-UNDP sources.

Inputs

UNDP will provide two field project managers, four long-term consultants; two for training and programme development and two institutional development; short-term consultants; a sub-contract; administrative support staff; training; non-expendable equipment; and miscellaneous costs.

Financial data

	$
Personnel	614 400
Subcontract	171 600
Training	34 200
Equipment	12 800
Miscellaneous	217 600
Total	1 050 600

UNITED NATIONS DEVELOPMENT PROGRAMME

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ENGLISH

APPROVAL OF UNDP ASSISTANCE TO A PROJECT OF REGIONAL AFRICA

IPF: (1986-1991) $226 070 000
(RAF/86/052) - Statistical Development Programme for Africa (SDPA)
(Supplementary Assistance)

Date of approval:	20 June 1990
Expected duration:	15 months
Proposed executing agency:	ECA
Proposed UNDP contribution:	$ 559 700
Previous UNDP budget:	$2 452 000
Total UNDP budget:	$3 011 700

Source of funds: IPF

Project background

From 1978 to 1987, UNDP financed three ECA executed regional projects in the areas of training, national accounts and household surveys. The three projects, all aimed at strengthening statistical systems in Africa, include Operational support to the improvement and expansion of the Statistical Training Programme for Africa (STPA) (RAF/78/017 and RAF/82/051), Assistance to Least Developed Countries (LDC's) and Newly Independent countries (NIC's) in national accounts (RAF/78/061), African Household Survey Capability Programme (AHSCP) Regional Component (RAF/78/016).

The terminal reports of these projects have indicated significant success in strengthening capabilities in each of the three areas. It became clear, however, that much remained to be done. To achieve greater impact and co-ordination, the three projects were merged under one umbrella project Statistical Development Programme for Africa (SDPA) (RAF/86/052), commencing with the Fourth Programming Cycle.

An in-depth technical evaluation of the SDPA project took place from 21 May - 20 June 1990 and a TPR meeting was held from 14-15 June 1990. Both the evaluation mission and the TPR meeting strongly recommended that additional funds be provided by UNDP to enable the successful implementation of the SDPA project up to the end of 1991, and that the project should continue through the UNDP Fifth Programming Cycle to contribute to the successful implementation of the Addis Ababa Plan of Action for Statistical Development in Africa in the 1990s.

At its June 1990 meeting, the Action Committee, in approving the extension of the project Data Collection related to Development Programmes and Aid Flows in Africa (RAF/86/058), decided that ECA should be responsible for one of its outputs, namely: Draft proposal for a UNDP-financed project to enhance statistical capacity in Africa. For the implementation of this decision, UNDP agreed to transfer this output to the project (RAF/86/052) Statistical Development Programme for Africa (SDPA).

Description of Project

The immediate objectives of the project are to: (a) strengthen training facilities in the field of statistics and produce competent statistical personnel; (b) ensure the existence of more relevant, timely and reliable systems of basic economic statistica for planning, policy making and other purposes and the capability of statistical offices to maintain them; and (c) strengthen the capability of African countries to generate a continuing flow of integrated socio-economic data from household surveys for their development plans, policies and programme.

The project will continue to provide much needed advisory services to countries in the areas of training, national accounts and basic economic statistics, household surveys, and to a lesser extent, data base development. It will recommend a medium-to long-term strategy for strengthening statistical capacity at regional, subregional and national levels in the light of similar activities in other projects and by other agencies/donors; and will also prepare a proposal for a possible UNDP financed project during the Fifth Programming Cycle.

Inputs

UNDP will provide a statistical training adviser (nine work-months) for French/Portuguese speaking countries, a statistical training adviser/ household survey specialist (nine work-months) for English speaking countries, a national accounts specialist (nine work-months) for French speaking countries, a survey specialist/chief technical adviser (nine work-months) for French speaking countries; administrative support; personnel, consultants (six work-months; and miscellaneous costs.

Financial data

	$
Personnel	430 700
Training	112 700
Equipment	3 900
Miscellaneous	12 400
Total	559 700

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UNITED NATIONS DEVELOPMENT PROGRAMME

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ENGLISH

APPROVAL OF UNDP ASSISTANCE TO A PROJECT OF
PAKISTAN

IPF: (1987-91) $73 299 000

(PAK/88/066) - Upgrading of the Institute of Meteorology and Geophysics

Date of approval:	27 March 1991
Expected duration:	Three years
Proposed executing agency:	WMO
Government implementing agency:	Pakistan Meteorological Department (PMD)
Proposed UNDP contribution:	$695 000 Source of funds: IPF
Total UNDP budget:	$695 000

Project background

Due to lack of well-trained/educated staff, the Pakistan Meteorological Department (PMD) wished to upgrade the training programmes being conducted at the Institute of Meteorology and Geophysics. Only basic training in Meteorology is conducted at the IMG; and nowhere in Pakistan are Universities offering education in Meteorology. Therefore, the need for better training programmes was identified, and the PMD requested UNDP/WMO technical assistance in upgrading the training programmes at the Institute.

Description of project

The Institute of Meteorology and Geophysics will receive expertise in synoptic and dynamic meteorology. Through the experts the Institute will have established syllabi and training programmes which will enable the Institute in educating meteorologists with better academic background in the future. Two long-term and two short-term fellowships in advanced meteorological studies will provide the Institute with a higher degree of expertise; and the fellows will on completion of their fellowships return to the Institute and understudy the WMO experts.

Inputs

UNDP will provide two long-term experts for synoptic meteorology and dynamic meteorology (24 work-months each), one consultant in computers (one work-month); four fellowships, in which two fellows will be going for advanced training (24 work-months each) whereas the other two fellows will go for 12 work-months each; equipments consisting of personal computers, interfaced to microcomputers, photocopying machine, automatic weather station sensors and a vehicle; and miscellaneous costs.

Financial data

	$
Personnel	401 000
Training	198 000
Equipment	83 000
Miscellaneous	13 000
Total	695 000

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ENGLISH

APPROVAL OF UNDP ASSISTANCE TO A PROJECT OF THE GOVERNMENTS OF DJIBOUTI, ETHIOPIA, SOMALIA, SUDAN AND YEMEN

IPF:(1987-1991) $ 52 000 000

(RAB/86/028) - Co-ordination of Telecommunications Development (TELDEV)

Date of approval:	11 March 1987
Expected duration:	Three years
Proposed executing agency:	ITU
Government implementing agency:	Telecommunication Administrations of the participating countries
Proposed UNDP contribution:	$ 1 200 000 Source of funds: IPF
Total UNDP budget:	$ 1 200 000

Project background

Since 1973, the above-mentioned countries participated in the Regional European project - Middle East and Mediterranean Telecommunications Network (MEDARABTEL). Based on the findings and recommendations of phase III of this project (RER/85/003) held in September 1986, the participating countries need to properly operate and maintain the networks previously put into service as well as to develop the existing telecommunications networks in the rural areas. To this end UNDP assistance was requested under the present approval.

Description of project

The long-term objective of the project is to strengthen the technological capacity and human resources development as stipulated in the Fourth Cycle Regional Programme for the Arab States.

The immediate objectives of the project are to: (a) upgrade telecommunication services; and (b) develop telecommunication networks in the least developed countries of the Red Sea Region. Project activities will include: (a) improvement of their technical capabilities in operation maintenance; (b) assisting in the implementation of outstanding telecommunication projects of the Master Plan, carrying out of feasibility studies of some links; and (c) enhancement of participating countries' efforts for provision of rural telecommunications through satellites.

/...

Inputs

UNDP will provide a project coordinator (36 man-months), 51 man-months of various consultancies; administrative support; work-shop seminars; and miscellaneous costs.

Governments will provide all necessary personnel and required physical facilities and local transportation for international staff of the project. The proposed host country (Djibouti) expressed its readiness to provide a fully equipped project office, one vehicle and cover the cost of four man-months of consultancy services.

Financial data

	$
Personnel	900 000
Training	270 000
Miscellaneous	30 000
Total	1 200 000